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By-Kendra, Lawrence M.; Dalby, J. Philip
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This summary of a study of salary and fringe benefits provides guidelines for considering teacher compensation in relation to academic rank, length of service, teaching load, and other conditions. Forty-two institutions, in three groups, supplied data: (1) all public and private colleges in Cuyahoga County, (2) all public colleges and universities in Ohio, and (3) a nationwide selection of multi-campus junior colleges. This is not a comprehensive salary study, but is directed to specific aspects of the meaning of "salary" and to the difference between salary schedules and salaries actually paid. It also points out that salary is only one form of compensation, others being retirement benefits, medical insurance, tuition waiver, and life insurance, all in varying amounts. A few other statistically negligible prerequisites were noted, such as sabbatical leave and low-rent housing. The data are shown in tables and can be applied to consideration of either a rank-based compensation schedule or a step-based schedule with superimposed rank. Most junior colleges seem to be developing the latter kind of schedule. (HH)

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A STUDY OF FACULTY COMPENSATION AND SALARY RANGES BY ACADEMIC RANK IN OHIO COLLEGES AND UNIVERSITIES AND SELECTED JUNIOR AND COMMUNITY COLLEGE DISTRICTS IN THE UNITED STATES

Office of Planning and Development
Lawrence M. Kendra
Research Assistant

J. Philip Dalby
Dean of Planning and Development
Cuyahoga Community College
Cleveland, Ohio

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UNIVERSITY OF CALIF.
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INTRODUCTION

The purpose of this report is to summarize the results of the recent salary and fringe benefits study undertaken by the Office of Planning and Development at the request of the Committee on Professional Welfare to help provide useful guide-lines for deliberation on the matter of teacher salaries and compensation with special reference to academic rank, length of service, load and other conditions that may make the interpretation of published annual salary figures more meaningful.

As has been done in the past, three institutional groupings were contacted to obtain data: (1) all of the public and private colleges in Cuyahoga County, (2) all of the public colleges and universities in Ohio (including four community colleges) and (3) multiple campus junior and community colleges selected from all over the United States.[1]

A summary of responses is provided in Table 1. A respondent was shown as "usable" if the institution either returned the questionnaire completed or did not disqualify themselves. (one institution in Cuyahoga County declined to participate and one in California returned a completed form but indicated that they were not a multi-campus institution).[2] In many cases answer totals will not equal the response totals because a question did not apply or it was not answered. For example, many of the Junior or Community College Districts have no faculty ranking systems or, if they do, it is not reflected in the salary schedule. Therefore the totals reported may be based on different sized populations.

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1 To be referred to as Junior or Community College Districts

2 These were not included in the tabulations

In studying this report, the reader should be cognizant of several things, most important of which is the objective as described in the title. It is not intended as a comprehensive salary study (these have been produced on two previous occasions within the past 15 months), but is directed more to specific aspects of the meaning of salary. Secondly, special attention should be paid to the differentiation between salary schedules and salaries paid, the former representing salary potential within an institution, the latter representing salary realization. Thirdly, it should be noted that there is a difference between compensation and salary. The former includes all payments accruing to or vested in the employee, the latter payments made directly to the employee. For example, in Ohio, after five years of service, all monies paid by the college into the teacher's retirement fund, 11.5 per cent of his contractual salary, are permanently placed in his account and may be drawn upon after the age of 60 regardless of the teacher's place of employment after that time. Because of this, when one compares salaries in Ohio with AAUP compensation scales, this additional percentage must be included.

FACULTY SALARY SCHEDULES, SALARIES PAID AND COMPENSATION OF SELECTED INSTITUTIONS OF HIGHER EDUCATION

Salary Schedules in Use by Sampled Institutions

Answers were requested to questions regarding current salary schedules being used by the sampled institutions. Six institutions claimed no schedule at all. Two institutions showed no top limit for Professors while one of these showed no top limit for Associate Professors. One university reported only a bottom limit for all ranks with maximums left to contract negotiation. In addition, two institutions show no rank of Professor in their schedules. Ten institutions, all Junior or Community Colleges, reported schedules without faculty rank. These were treated as having only the rank of Instructor. Two Junior College Districts reported ranking but noted that it was not related to salary.

Table 2 shows the high and low averages of salary schedules in each academic rank, including high and low "scheduled salaries" at Cuyahoga Community College. The Cuyahoga Community College schedule shows a higher figure in most cases, except at the rank of Professor, than either Ohio Public Colleges or Junior Community College groupings. Average salaries paid at Cuyahoga Community College in each rank, although not shown here, also compare most favorably with the higher salaries in other institutions at all levels (except for the rank of full Professor).

The figures reported for Cuyahoga Community College in Table 2, include the major-medical cash allowance provided by the college. It was felt that this figure should be included as part of the salary for, in reality, it is optional with the faculty member, who pays income tax

on this amount (±2% of contracted salary), whether to take a major-medical insurance policy or its equivalent in cash.

The high and low figures are shown for Cuyahoga Community College for the rank of full Professor, even though no faculty member holds this rank at the present time. This figure is used only for comparison purposes.

Upward Movement

Only 19 of the 42 institutions studied indicated steps and/or year requirements for upward movement within each rank of their salary schedules. The number of steps required for advancement to the top of the various schedules are shown in Table 3. Where different requirements for years and steps were reported the "years" are shown in parentheses. Some colleges require two years service at one step level or another accounting for the differences which are shown in parentheses. One institution reported two steps beyond the maximum attainable after 14 years of teaching experience. As can be seen, considerable variation exists in the time alloted to upward movement in different colleges and universities. (from 6 to 17 steps). Cuyahoga Community College has up to 10 steps in its schedule for Instructors, Associate and Assistant Professors. Two additional steps (11 and 12) are provided for those with professorial rank. Among junior and community colleges six require the doctorate to reach maximum salaries.

Salaries and Compensations

A listing of salary ranges paid and fringe benefits reported by the responding institutions compared with Cuyahoga Community College is presented in Table 4. The following code indicates the type of benefits

available which are considered part of total compensation:

	Code
Part of Tuition Waiver	1
All of Tuition Waiver	2
Part of Hospitalization	3
Part of Life Insurance	4
Part of Retirement Fund	5
All of Hospitalization	6
All of Life Insurance	7
All of Retirement	8

The coding indicates a ranking of the benefits from the least monetary value to the most valuable. For example: Cuyahoga Community College includes, in addition to the salary paid to faculty contribution to the State Teacher's Retirement System, waiver of tuition for dependents (major-medical life insurance is excluded as it is considered here as part of the teacher's salary). The coding would be 2, and 5.

Perquisites were found to be non-existent in most institutions except for travel expenses or automobiles provided while on school business or to authorized conventions and meetings. Three institutions offered sabbatical leave but only one indicated when it was available (after six years of service). One Junior College District reported a residence allowance while another listed low rent housing available on one of its campuses in lieu of higher salaries.

AAUP Compensation Standards

Table 5 is a reproduction of 1968-69 AAUP Standards for Compensation of faculty as published in the January 28, 1968 edition of The Chronicle of Higher Education (Volume 11, Number 10). Also included are the projected Cuyahoga Community College average and minimum compensation by rank for that year.

Examination of this table will show that, based upon the present

salary scale, Cuyahoga Community College will stand high and in some cases exceed even the highest AAUP standards in all but the full Professor's rank in 1968-1969. Average and minimum compensation for both Instructors and Assistant Professors would be above "AA" while both the average and minimum for Associate Professors will fall between "A" and "AA" (the figures for Cuyahoga Community College must of necessity be near approximations since actual averages by rank cannot be calculated until faculty appointments and promotions are completed for the 1968-1969 calendar year). Compensation for next year's compensation at Cuyahoga Community College were made as follows:

Base Salary (average or minimum for rank)
+ Average Annual Increment for Rank (1967-68 schedule)
+ 11.5% of Base
+ 2.0% of Base
1968-1969 projected average and minimum salary by Ranks

Pay Increases

Documentation of average, or actual increases over the last year was difficult due to the great variation in answers received. The simplest and most direct method of converting percentages to dollars was used. Table 6 summarizes the average increase for the institutions sampled.

Cuyahoga Community College shows an average increase for all ranks of 13.12 per cent for the 1967-68 salary over the 1966-67 salaries paid. (The Cuyahoga Community College figure for 1966-67 includes librarians while the 1967-68 average does not). Percentage increases by rank are as follows:

	1966-67	1967-68	Percent Increase
Professor	-	-	-
Associate Professor	$10,709	$12,285	14.71%
Assistant Professor	9,523	10,925	14.72%
Instructor	7,770	8,658	11.42%
Average	$ 8,780	$ 9,932	13.12%

Cuyahoga Community College exceeds average increases for all cases studied (see Table 6). Some of the individual institutions reported show raises of 12 per cent to 23 per cent; most are in the area of four to seven per cent. The current salary schedule for CCC provides for average annual increases from 3.5% for Professors to 4.8% for Instructors. These increments seem to be off-set by cost of living increases.[1]

Service Contracts

Teaching contracts were surveyed in order to determine length of annual service. Table 7 is a summary of academic calendars and service contracts in months. The largest group of colleges and universities fall in the category of semester calendar and 10-month contracts--actually 45.5 per cent of total respondents. Institutions using semester calendars, 65.9 per cent, reported nine and ten-month contracts which, except in the case of colleges on trimester calendars, usually represent practically the same amount of service time--from 160 to 170 teaching days per year. It is interesting to note that a greater proportion (66.7%) of colleges and universities on a quarter system show nine-month contract rather than ten month. This may suggest a somewhat shorter, by a few days, annual service rendered. Colleges or universities using a trimester system accounted for only three of the sample units and each showed a different contract varying from two "long" terms (17 weeks) to a full year of three terms (two "long" terms, and one "short" term of 15 weeks).

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[1] The cost of living in 1967 in Cleveland rose 3.01%, nationally just under 4.0%

Credit-hour and Work-hour Load Requirements

The matter of teacher loads will be studied in more detail separately; however, an attempt was made to determine the basis for a full-time teacher's load in terms of credit hours taught per term and/or clock hours spent in the class room per week.

As can be seen in Table 8, university and four-year colleges require lighter teaching loads than two-year institutions, based only on credit/clock hour considerations. From the limited information available from this study, the common practice in four-year institutions would indicate that 12 credit hours per term and no stated weekly clock-hour commitment constitutes an average "full load," while in junior and community colleges the load seems to be based upon 15 credit hours on the average, with weekly clock-hour commitments actually specified in 13 institutions (see Table 9).

Most colleges and universities that have "load policies" tend to equate credit hours by allowing a one to one ratio for lecture type courses and a two to three (or one to one and one-half) ratio for laboratory and activity type courses.

CONCLUSION

The information presented here seems to indicate that Cuyahoga Community College stands in a most favorable position at the present time with regard to faculty compensation. Notably, the exceptions are (1) salaries scheduled (or projected) for full Professors[1] and (2) number fringe benefits.

The emphasis of this study on placement of salaries within an academic rank structure and accompanying "benefits" is to aid the Faculty Professional Welfare Committee in its deliberations with regard to their consideration of developing a rank-based schedule. Should it decide to do so, we believe valuable preliminary guide-lines have been established here.

On the other hand, further development of the present step-based schedule with superimposed rank may be considered more appropriate (evidence seems to indicate that most two-year colleges of the type studied over the past two years have developed this type of schedule). In either case, it is hoped this most recent data will be considered relevant and useful.

February 22, 1968

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[1] Major salary adjustments from 1966-67 to 1967-68 brought Instructors, Assistant and Associate Professors into line with some of the top paying colleges according to AAUP Standards and comparison studies of Ohio Colleges and Universities and other comparable community colleges.

APPENDIX I

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TABLE 1

RESPONSES BY INSTITUTIONAL GROUPING
(EXCEPTING CUYAHOGA COMMUNITY COLLEGE)

Institutional Grouping	Number of Institutions Contacted	Number of Responses Actual Received	Actual Usable	Percentage Received	Percentage Usable
Cuyahoga County[1]	9	7	6	77.8%	66.7%
Ohio Public[2]	16	16	16	100.0	100.0
Junior and Community[3] College Districts	23	21	20	91.3	86.9
Total	48	44	42	91.7%	87.5%

[1]All public and private colleges and universities in Cuyahoga County.
[2]All public colleges and universities (including two-year community colleges) in Ohio.
[3]Multiple campus junior and community colleges in the United States.

TABLE 2

HIGH AND LOW AVERAGES OF SALARY SCHEDULES REPORTED
COMPARED TO CUYAHOGA COMMUNITY COLLEGE
SALARY SCHEDULE RANGE BY RANK

Institutional Grouping	Number Reported	Professor		Associate Professor		Assistant Professor		Instructor	
		High	Low	High	Low	High	Low	High	Low
Cuyahoga County	2	$12,500[1]	$ 9,750	$10,500	$ 8,750	$ 9,500	$ 7,500	$ 7,750	$ 6,250
Ohio Public	11	18,916[1]	11,428	14,787	9,170	12,410	7,835	10,842	6,280
Junior and Community College Districts	19	15,840	12,132	13,593	10,180	11,533	8,661	11,914	6,805
Cuyahoga Community[2] College	1	14,678	11,075	13,647	10,695	10,968[3]	9,766	10,148	6,454

[1] See text, Page 3
[2] Includes major-medical cash allowance (± 2%)
[3] Some assistant professors' salaries exceed this "scheduled" salary because individuals were not eligible for promotion to next higher rank during current contract year.
[4] Some instructors' salaries exceed this "scheduled" salary because individuals were not eligible for promotion to next higher rank during current contract year.

TABLE 3

STEPS AND/OR YEARS REQUIRED TO REACH TOP OF SCHEDULE
WITHIN EACH RANK OF INSTITUTIONS REPORTED

Institutional Grouping	ID Number	NUMBER OF STEPS (AND/OR YEARS)			
		Professor	Associate Professor	Assistant Professor	Instructor [1]
Cuyahoga County	7	7	7	8	5
Ohio Public (Other than CCC)	10	N.I.	N.I.	N.I.	15
	11	N.I.	7	7	7
Junior and Community College Districts	28	----------			12 (14)[a]
	29	----------			14
	30	----------			15[a]
	32	7	7	7	7
	33	7	8	9	9
	34	----------			12
	35	12	12	12	12
	37	6	6	6	6
	38	----------			8 (10)[a]
	39	6	6	6	12
	40	8	7	7	7
	42	----------			17
	43	----------			16 (15)
	44	----------			12 (11)
	45	----------			13
	48	----------			14 (15)[a]
Cuyahoga Community College		12	10	10	10

[1] Parentheses indicate number of years to maximum if different from steps.
[a] Doctorate specified as required to reach maximum
N.I. - None indicated

TABLE 4

RANGES OF SALARIES PAID AND FRINGE BENEFITS PROVIDED
BY INSTITUTIONAL GROUPING AND FACULTY RANK

Institutional Grouping	ID Number	Professor High	Professor Low	Associate Professor High	Associate Professor Low	Assistant Professor High	Assistant Professor Low	Instructor High	Instructor Low	Fringe[1] Benefits Code Number
Cuyahoga County	1	18,000	10,800	14,000	9,300	14,500	8,300	10,500	6,500	5,6,7
	4	17,400	10,000	14,000	9,200	10,800	7,000	8,000	6,200	2,3,4,5
	7	--	--	11,100	9,500	9,500	8,000	8,000	6,500	6,7.8[a]
Ohio Public (Other than CCC)	11	--	--	10,850	8,450	9,350	7,550	8,000	6,500	2,3,5
	12*	19,000	11,300	16,000	8,900	14,000	7,500	9,500	6,500	2,6,7,8[b]
	13	12,650	12,650	12,550	10,300	9,100	8,800	9,000	6,500	2,6,7,8
	14	20,000	12,500	16,000	9,000	13,000	7,000	11,000	6,200	NA
	15	20,000	11,000	16,000	8,500	13,000	7,000	11,000	6,000	2,4,6,8
	19	20,000	12,100	17,200	10,300	13,000	8,700	11,150	6,700	7
	20	19,200	12,100	15,900	9,600	13,500	7,800	10,700	6,000	1,3,5,7
	21	27,700	12,800	17,499	10,200	12,999	7,800	11,499	6,500	2,6,7,8

Table Continued on Next Page (See footnotes on 14b)

*Ohio Community College District

TABLE 4 (Continued)

Institutional Grouping	ID Number	Professor High	Professor Low	Associate Professor High	Associate Professor Low	Assistant Professor High	Assistant Professor Low	Instructor High	Instructor Low	Fringe[1] Benefits Code Number
Ohio Public (Other than CCC Continued)	22	19,000	12,000	15,000	10,200	12,400	6,000	10,800	6,000	NA
	24	17,996	11,200	14,500	9,500	12,500	8,500	9,000	6,000	NA
	25*	--	--	10,500	9,600	9,700	8,300	8,800	7,200	1,5,6,7
Junior and Community College Districts	27	--	--	--	--	--	--	13,900	8,700	5,6
	28	--	--	--	--	--	--	13,900	6,920	3,5
	29	--	--	--	--	--	--	13,217	7,192	6[c]
	30	--	--	--	--	--	--	14,397	6,689	6
	32	16,920	13,560	14,280	11,640	11,860	9,580	10,440	8,520	1,3,4,5
	33	12,100	9,800	10,750	9,050	9,500	7,200	8,450	6,600	2,3
	34	--	--	--	--	--	--	11,100	6,000	2,3,4
	35	16,700	12,050	14,900	10,650	13,100	9,250	11,000	7,250	5,6,7

Table Continued on Next Page (See footnotes on 14b)

*Ohio Community College District

TABLE 4 (Continued)

Institutional Grouping	ID Number	Professor High	Professor Low	Associate Professor High	Associate Professor Low	Assistant Professor High	Assistant Professor Low	Instructor High	Instructor Low	Fringe[1] Benefits Code Number
Junior and Community College Districts (Continued)	36	14,641	12,230	13,759	11,525	13,759	9,467	13,289	5,880	3,4,5
	37	14,200	11,200	12,500	10,000	10,500	8,500	9,000	7,500	2,6,7,8
	38	--	--	--	--	--	--	9,650	5,650	2,5
	40	19,280	13,930	16,130	11,220	13,270	9,600	10,750	8,350	5,6,7
	41	--	--	13,000	9,300	10,500	6,900	11,000	6,500	5,7
	44	--	--	--	--	--	--	14,870	6,804	5
	48	--	--	--	--	--	--	13,000	6,600	3,5,7
Cuyahoga Community College		--	--	13,647	11,249	12,749	9,544	10,845	6,495	2,5

[1]See benefit package coding on Page 5
[a]Also pay all of workman's compensation
[b]Also includes parking privileges
[c]Pay all of major medical only
NA - Question not answered

TABLE 5

1968-1969 AAUP AVERAGE AND MINIMUM FACULTY COMPENSATION STANDARDS BY RANK
AS COMPARED TO PROJECTED AVERAGE AND MINIMUM COMPENSATION
AT CUYAHOGA COMMUNITY COLLEGE

AAUP Classification	Professor		Associate Professor		Assistant Professor		Instructor	
	Average	Minimum	Average	Minimum	Average	Minimum	Average	Minimum
AA	$27,000	$18,180	$15,500	$13,250	$12,000	$ 9,840	$ 9,000	$ 7,400
A	21,500	15,260	13,500	11,490	10,700	8,750	8,300	6,810
B	17,000	12,700	11,900	9,940	9,560	7,800	7,680	6,320
C	13,600	10,620	10,400	8,610	8,580	6,990	7,140	5,880
D	10,900	8,950	9,000	7,540	7,760	6,310	6,680	5,500
E	9,000	7,200	7,900	6,690	7,100	5,780	6,300	5,160
F	8,000	6,880	7,200	6,080	6,600	5,370	6,000	5,000
Cuyahoga Community College[1]	14,753	12,825	13,974	12,465	12,109	11,396	9,824	7,613

[1] These figures are projected for 1968-1969 from the 1967-1968 average salaries for each rank increased by the average annual increment on the current schedule. The College's contribution to S.T.R.S. is included.

TABLE 6

AVERAGE DOLLAR INCREASE OF SALARY SCHEDULES FOR
1967-1968 OVER 1966-1967 BY RANK

Institutional Grouping	Professor	Associate Professor	Assistant Professor	Instructor
Cuyahoga County	$1,190	$ 873	$ 767	$ 693
Ohio Public	1,464	1,036	785	497
Junior and Community College Districts	1,289	1,110	952	784
Cuyahoga Community College	--	1,576	1,402	888

TABLE 7

MONTHS OF SERVICE SPECIFIED BY VARIOUS INSTITUTIONS AS A CONDITION OF ANNUAL CONTRACTS

Institutional Grouping		Semester			Quarter			Trimester			Totals		
	Contract Months	8	9	10	8	9	10	8	9	10	8	9	10
Cuyahoga County	Number Reported	--	2	3	--	1	--	--	--	--	--	3	3
Ohio Public		--	4	2	--	6	2	1	--	1	1	10	5
Junior and Community College Districts		--	3	14	--	1	1	--	1	--	--	5	15
Cuyahoga Community College		--	1[a]	--	--	--	--	--	--	--	--	1	--
Total		29			11			3			43		

[a]Actual contract 36 weeks

TABLE 8

FULL-TIME TEACHERS AS DEFINED IN TERMS OF EQUATED CREDIT HOURS TAUGHT FOR QUARTER AND SEMESTER CALENDARS[1]

Institutional Grouping		QUARTER CALENDARS					SEMESTER CALENDARS				
		12 Hours	15 Hours	By Contract	Not Specified	Total	12 Hours	15 Hours	By Contract	Not Specified	Total
Cuyahoga County	Number Reported	1	0	0	0	1	5[a]	0	0	0	5
Ohio Public		5	2	0	1	8	2	1	3	0	5
Junior and Community College Districts (Including CCC)		0	1	-	1	2	4[a]	15[b]	0	0	19
Total		6	3	0	2	11	11	16	3	0	29

[1] Includes only those institutions reporting teacher load on quarter or semester basis. Three colleges not reported are on trimester systems.

[a] Loads vary from 12 to 15 equated credit hours. Laboratory classes equal 1.5 lecture hours.

[b] Includes one school with 15-18 equated hour range.

TABLE 9

WEEKLY CLOCK-HOUR REQUIREMENTS OF FULL-TIME TEACHERS
BY INSTITUTIONAL GROUPINGS[1]

Institutional Grouping		20 Hours	25 Hours	30 Hours	32 Hours	35 Hours	40 Hours	45 Hours	None Specified	Total
Cuyahoga County	Number Reported	--	--	--	--	--	--	--	6	6
Ohio Public		1	--	--	--	--	--	1	14	16
Junior and Community College Districts		0	2	6	1	2	1	--	8	20
Cuyahoga Community College		--	1	--	--	--	--	--	--	1
Total		1	3	6	1	2	1	1	28	43

[1]Not differentiated by type of calendar

APPENDIX II

The following page is a copy of the questionnaire used to survey selected institutions of higher education.

CUYAHOGA COMMUNITY COLLEGE
1968 SALARY SURVEY

QUESTIONS		Professor	Associate Professor	Assistant Professor	Instructo
1. Current Salary Schedule	High	$	$	$	$
	Low	$	$	$	$
For the Academic Year 196__ 196__					
2. In order to move from the low to the high salary above: a..how many years are required?					
b. how many steps are required?					
3. What is the top Salary Paid in each Rank?					
4. What is the lowest Salary Paid in each Rank?					
5. What has been the average raise during the last three years (actual may be used)?					

6. If the above Salary Schedules include any of the following benefits, please indicate which are paid all, or in part by the employer.	Professor		Associate Professor		Assistant Professor		Instructo	
	All	Part	All	Part	All	Part	All	Par
Hospitalization								
Life Insurance								
Retirement Fund								
Tuition Waiver								
Other (Specify)_____								

7. If the above Salary Schedules include any Perquisites please indicate which apply.	Professor		Associate Professor		Assistant Professor		Instructo	
	Yes	No	Yes	No	Yes	No	Yes	No
Monetary (Amount)								
Automobile								
Residence								
Travel Allowance and/or leaves.								
Other (Specify)_____								

	For the Academic Year 196__ 196__							
2.	In order to move from the low to the high salary above: a..how many years are required?							
	b. how many steps are required?							
3.	What is the top Salary Paid in each Rank?							
4.	What is the lowest Salary Paid in each Rank?							
5.	What has been the average raise during the last three years (actual may be used)?							
6.	If the above Salary Schedules include any of the following benefits, please indicate which are paid all, or in part by the employer.	All	Part	All	Part	All	Part	All	Part
	Hospitalization								
	Life Insurance								
	Retirement Fund								
	Tuition Waiver								
	Other (Specify)_____								
7.	If the above Salary Schedules include any Perquisites please indicate which apply.	Yes	No	Yes	No	Yes	No	Yes	No
	Monetary (Amount)								
	Automobile								
	Residence								
	Travel Allowance and/or leaves.								
	Other (Specify)_____								

8. What is your institution's definition of a "Full Time" Teacher?
(____) Class hours per week (____) Clock hours per week.

Comments:_____

9. What is the calendar base for the teacher's contracts indicated above?
(____) 9 months (____) 10 months (____) 11 months (____) 12 months

10. Under which Academic calendar does your institution operate?
(____) Semester (____) Quarter (____) Tri-mester